

Building and Using Knowledge

Knowledge is a cornerstone of the Policing for Prevention strategy. The most practical, efficient, and effective crime prevention strategies are built on the creative use of knowledge: knowledge based on experience, intelligence, the analysis of data, research and evaluation, information sharing, and training.

Intelligence

Preventing crime depends in large part on intelligence information, and the PSA officer on the street may be the most underutilized intelligence asset in the Police Department. The first step in improving intelligence resources in the Department is to ensure that information collected by members who work the street is thoroughly and accurately documented, and that it is shared widely among district personnel.

Every police officer should make it part of his or her daily routine to carefully observe people and situations, ask the right questions, and prepare high-quality Stop-Contact or Report of Investigation forms. One of the duties of the PSA lieutenant is to review and ensure the quality of these reports. As part of a PSA Plan on a priority problem, PSA lieutenants can also assign team members to collect intelligence information at specific times and locations. All intelligence information gathered by PSA team members should be forwarded to the assistant district commander on duty, who will ensure that it is made available to detectives and the focused mission team.

Information collected and documented as part of a preliminary investigation should not be over-



Conducting a thorough interview, during which the right questions are asked, is a good focused law enforcement strategy and an opportunity to gather intelligence information.

looked as a critical component of the Department's intelligence resources. Full and accurate names, dates of birth, addresses, and contact information for all victims, witnesses, and suspected offenders is absolutely essential for a successful case follow-up leading to case closure.

Finally, the gathering and sharing of intelligence information should be seen as a loop. Members who collected and reported intelligence should be informed when that information was used to close a case or advance the investigation of a gang, a drug operation, or a major crime. If this

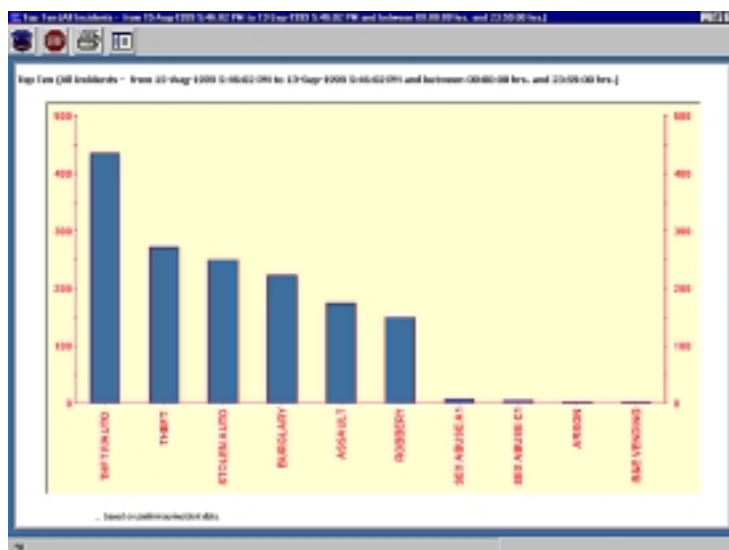
Research

the PSA team include hot spots of crime and calls for service, the owners of nuisance or abandoned properties, the status of a liquor establishment with the ABC board, procedures to remove nuisance pay phones, laws related to a troubling activity, and successful strategies implemented in other PSAs to address similar problems.

Crime/Data Analysis

a problem or reduces harm created by the problem. Usually, the more information you gather through intelligence gathering and research about the problem, the better your analysis—and your problem solving—can be. Location, time of day, day of the week, description of the offender, *modus operandi*, and other circumstances of an incident should be used by the PSA team and crime analysts to identify patterns that indicate what the focus of problem-solving efforts should be.

A system called Information Retrieval for Mapping and Analysis (iRMA) is being installed in the districts to provide personnel with access to up-to-date data and crime maps for their district and PSA. In addition, the Community-Oriented Problem-Solving Analysis Center (COPSAC), a component of the Central Crime Analysis Unit, is a resource for analyzing problems associated with crime and disorder.



Criminal Justice Partnership to Curtail Reoffending

MPDC has entered into a partnership with the Court Services and Offender Supervision Agency (CSOSA) to improve case management of people on probation and parole. Program goals include doing a better job of keeping track of ex-offenders, as well as providing assistance such as job training, substance abuse support, mentoring, or other community services. The intention is that when parolees realize that they are being held accountable for fulfilling the terms of their release, and when they are provided with resources and support mechanisms to help them abide by the law and hold a job, they will. First piloted in PSA 704 in November, 1998, the partnership with CSOSA is now active in every district except the Second District.

How the strategy works

Teams consisting of PSA team members and the assigned CSOSA Community Supervision Officer (CSO) receive three days' joint training. During the training, the team members establish mechanisms for regularly sharing information about parolees and probationers living in their assigned areas. The CSO provides PSA team members with the names, addresses, and charges of all people in the PSA on parole and probation.

After the training, team members meet once a week to exchange information about what they've seen and heard about ex-offenders, and talk about next steps. PSA team members may have seen ex-offenders on the street or heard rumors, and are often in a good position to assess how an individual is doing. In some instances, a PSA team member or the CSO may conclude that an ex-offender is either violating, or dangerously close to violating the terms of

his or her release, and a visit with the individual will be scheduled. A police officer accompanies the CSO to indicate the seriousness of the matter to the individual. Other police contact



Melody Piper (center), acting program supervisor, leads the exchange of information between Fifth District Officers Douglas Carlson, Thomas Higdon, and Chris Moore, and CSOSA members Kweku Toure, Rodney Barnes, and Aaron Hall.

with an ex-offender may be casual and friendly and positive relationships often develop.

Systemic prevention is part of the strategy

Program goals include a more mobilized and involved community. Community members are trained by the CSOSA team at either a PSA meeting or other community meeting. The goal of this training is to solicit community involvement in a Community Justice Action Network. These networks are coalitions of stakeholders (e.g. residents, local business people, clergy) who play an active role in the CSOSA partnership. In addition to communicating the issues of greatest concern to them, the community is asked to play a role in problem solving. Resources they can contribute range from identifying community service work (parolees and probationers are often sentenced to community service), to acting as mentors to first-time offenders who need positive social or professional role models.

Team Leadership and Communication

The lieutenant, sergeants, and officers assigned to a PSA on all three watches make up the PSA team. The quality of life of the residents in a PSA depends a lot on the quality of policing provided by this team of police department members. Working as a team is essential to successful implementation of Policing for Prevention in the PSAs because coordination is the key to the quality and efficiency of service. To work effectively as a team, members must:

- ❑ have the same goals and priorities;
- ❑ contribute ideas to improve the problem-solving efforts of the team;
- ❑ share information about the problems they encounter or observe;
- ❑ accept individual assignments and complete them on time;
- ❑ report on individual progress and acknowledge the accomplishments of other team members.

As the PSA manager, the PSA lieutenant must provide the leadership necessary to keep the team working effectively. Being a good leader means following a process to provide resources, direction, and encouragement to members.

One of the leadership actions of a PSA lieutenant is to convene regular PSA team meetings. Regular PSA team meetings are an important

Leadership is not a role, it is a process. Leadership is the way each of you chooses to provide direction to your subordinates and help them improve their working behavior and competence in their roles. It is the vision and encouragement you provide to everyone you come into contact with.

– Chief Charles H. Ramsey

PSA Team Meetings. Held once a month by the PSA lieutenant, with all members of the team (on all watches) participating. These meetings are designed to accomplish the following:

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| ❑ Update all members on the crime data and performance indicators for the PSA; | ❑ Go through the problem-solving steps on a targeted problem; |
| Update all members on new Department or district policies and procedures; | ❑ Review and revise Action Plans; |
| ❑ Review previous PSA community meetings and plan upcoming PSA community meetings; | ❑ Distribute new assignments; |
| ❑ Consider both district and PSA priorities, and select problems to work on; | ❑ Discuss ways to overcome barriers to completing assignments; |
| | ❑ Discuss ways to improve performance; |
| | ❑ Prepare for PSA Performance Review (see page 59). |

way for team members to plan and exercise teamwork. Many of the activities in a PSA team meeting are a continuation of the problem-solving process begun in the PSA community meetings. The PSA team meeting is the opportunity for police officers and officials to do more in-depth analysis of the targeted problems, and to go over the police action steps and assignments in detail. Time should also be devoted to discussing how to improve the police-community collaboration, and to planning the next PSA community meeting.

Planning the next PSA community meeting includes deciding what new or emerging crime problems should be brought to the attention of residents, what information to give residents about upcoming law enforcement activity in the neighborhood, and what level of detail can be provided about the progress of major investigations.

Between meetings, the PSA lieutenant should keep PSA team members up-to-date on changes in conditions that may affect their implementation of the PSA Plan, such as new policies or priorities, crime trends and citizen complaints, and the availability or scheduling of outside resources to assist with problem solving. Keeping members informed will require a PSA lieutenant to maintain an up-to-date PSA Master Beat Binder, adding to it daily, if necessary. Frequently talking to

sergeants via telephone or face-to-face will also go a long way toward keeping the team headed in the same direction. All of these actions are elements of the process of PSA team leadership.



PSA Lieutenant Judith Anderson takes a moment before roll call to discuss an arrest made by PSA 401 team member Master Patrol Officer G.E. Dickson.

Remember —

A leader doesn't have all the ideas or do all the Talking. A leader gets other people to talk and share their ideas.

A leader does not make all the Decisions. A leader helps a group make its decisions.

A leader does not do all the Work. A leader helps all the members of a group make contributions to the work.

Time Management

Perhaps one of the most challenging barriers to full implementation of Policing for Prevention in the PSAs is time. When do officers have time to work on problems when they are constantly answering calls for service or performing other routine tasks? Yet, to prevent crime, focus must be maintained on those activities that will have a lasting impact on the quality of life in a community.

In an environment of limited time and resources, a manager and his or her supervisory staff must evaluate team members' use of their time and provide proper supervision and guidance to ensure that the team has the time to engage in proactive problem solving, while responding to real emergencies quickly and thoroughly. On a regular basis, PSA lieutenants should review radio call data, run sheets, assignment forms, and other sources of information to assess how officers are spending their time. Note that officers should

inform the dispatcher when they are working on a PSA Plan problem-solving assignment. New CAD codes will be designed to cover activities associated with the PSA Action Plans.

The PSA lieutenant should monitor sick leave, and reasons for excessive sick leave should be discussed with individual members. In addition, the PSA lieutenant should help monitor "use or lose" annual leave of team members to prevent end-of-year staffing crunches. Sergeants should periodically ride in on assignments and check on the status of officers to ensure they are making good use of their time. Keeping the assistant district commander informed of Action Plan activities, requesting backup support from officers in other PSAs, and requesting through the assistant district commander that Communications stack non-priority calls are other examples of ways the PSA lieutenant and sergeants can support officers' problem-solving efforts.

PSA 508: Partnership with Operation Crackdown

Operation Crackdown* is a group of concerned attorneys who want to help District residents clean up nuisance properties in their neighborhoods. Attorneys volunteer their time and expertise to work with police and residents. Problems addressed by Operation Crackdown range from a yard filled with unsightly trash to a crack house where violent crimes occur.

How the strategy works

The decision to work with Operation Crackdown comes out of the police-community collaborative problem-solving process. When police and community members decide they want to work on a nuisance property, one of the strategies can be to contact Operation Crackdown for assistance.

Team members help research the problem by locating owners and gathering information about the history of crime and disorder at the location. Writing a letter to the owner that includes a list of requested actions and a warning of the legal consequences if corrective action is not taken is often the next step. Frequently, this is enough to get a building owner to comply. If necessary, a civil suit may be filed. Once a suit is filed, cases can take anywhere from weeks to years to be resolved. In many cases, once legal action is taken, a settlement with the property owner is quickly reached.

What makes this a neighborhood partnerships strategy?

An Action Plan in PSA 508 offers a good illustration of this particular neighborhood partnership strategy. It involved a three-way partnership among the police, an active commu-

*a program of the Young Lawyers Section of the D.C. Bar Association.



Attorney Seth Waxman of Operation Crackdown, Reda Jones of Trinidad Concerned Citizens for Reform (TCCR), PSA 508's Lieutenant Robert Tupa, and Wilhemina Lawson, president of TCCR, stand in front of a closed liquor store, which will soon become a community center.

nity group (Trinidad Concerned Citizens for Reform, Inc.), and the nonprofit technical assistance organization, Operation Crackdown. Tired of the incessant drug dealing at an abandoned liquor store and the throngs of loiterers surrounding the premises at all hours of the day and night, the community and police selected the store as a problem to be targeted. They agreed on a goal: convert the property into something positive for the community.

The problem-solving team contacted the owner and made an offer on the property. The Operation Crackdown attorney drew up a five-year lease when the owner agreed to their idea. Currently plans are under way to develop the property into a community outreach center.

Monitoring and Tracking Progress

After weeks and months of research and planning, meetings and collaboration, and then taking direct action, it's important to ask the question, "How are we doing?" Is the team doing what it set out to do? Are we improving the quality of life of residents in the PSA? Part of implementing Policing for Prevention in the PSAs is being able to track the performance of the team members in carrying out the PSA Plan and being able to measure the impact those actions are having on crime, disorder, and community life. Performance measures make it possible to identify areas that need to be worked on in order to raise the quality of policing in the PSA.

Two types of indicators need to be tracked: output indicators and outcome indicators.

❑ An *output indicator* measures the activity of officers in the PSA. Examples of output indicators include arrests, abandoned vehicles towed, ABC violations issued, curfew violations issued, search and arrest warrants executed, tickets issued, response time (dispatch to scene), and time spent working on the PSA Plan.

❑ An *outcome indicator* measures the impact the problem solving activity has had on the conditions in a neighborhood. Outcomes are the reason we do any of the activities listed above. The following lists types of "evidence" used to measure the impact on the problem.

1. Calls for service—a measure of the types of situations or conditions that disturb citizens.

2. Crimes—a measure of the safety of a neighborhood.
3. Youth victims—a measure of the safety of youth.
4. Number of vacant/abandoned properties—a measure of neighborhood vitality.
5. Attendance at PSA meetings, citizen patrol walks, etc.—a measure of citizen interest in public safety issues.
6. Number of organized community-police activities—a measure of police-community collaboration and trust.
7. Number of citizen complaints about police service—a measure of citizen satisfaction with police services.
8. New businesses in the neighborhood, such as sit-down restaurants, storefront professional services, etc.—a measure of confidence in the neighborhood.
9. Visual appearance of the neighborhood (absence of graffiti, gardens, porches in good condition, porch lighting, etc.)—a measure of community control of their neighborhood.
10. Residents' use of private and public space (sitting on front porches at night, mothers and children in the playground or front yards, etc.)—a measure of the level of fear.

A uniform set of core indicators has been selected and should be tracked in every PSA citywide (see

page 58). In addition, the PSA team may elect to track additional outcome and output indicators in order to measure progress in areas specific to the PSA and the PSA Plan.

The selection of additional output indicators depends on the strategies listed in the Action Plans. If the team decides to aggressively enforce the curfew law in a targeted area as a strategy to reduce youth violence, then the PSA lieutenant should start tracking the number of curfew violations issued by team members.

We have to think creatively about indicators of success. For example: displacement of drug dealing from one location to another. A lot of people think it's negative. But to me it means the drug dealers are on the defensive. It's an indicator that you've got the drug dealers on the run and it's time to step up the pressure and keep them running.

—Chief Charles H. Ramsey

The selection of additional outcome indicators depends on the the community vision of the PSA. Consider the following vision for PSA 106:

“PSA 106 Vision: a drug-free, gun-free, clean and pristine neighborhood with an involved community committed to solving problems and developing Ludlow-Taylor Elementary School into a Community school.”

With this as the community vision, the outcome indicators for PSA 106 should include:

- ❑ Number of Part I and Part II crimes involving handguns

- ❑ Number of drug-related Part II crimes
- ❑ Number of drug arrests
- ❑ Number of drug-related calls for service
- ❑ Number of community activities to improve public safety.
- ❑ Number of vacant homes
- ❑ Visual appearance of neighborhood

Other outcome indicators will depend on the actual goals for Ludlow-Taylor Elementary School and the community's definition of “pristine.”

What You Measure Is What You Get

The selection of output and outcome indicators should be considered carefully. Developing and tracking measures of community safety, levels of fear, and the vitality of a neighborhood is essential to the success of Policing for Prevention. The Department must build its capacity to conduct resident surveys both citywide and at the district and PSA levels. In addition, other agencies must share data on the economic, health, social, and educational characteristics of a neighborhood and its residents in order to measure the impact of systemic prevention strategies.

Because the PSA lieutenant is accountable for the quality of policing and the outcome of strategies in the PSA, he or she has a vested interest in the development of innovative Policing for Prevention indicators. The PSA lieutenant and the PSA team are in a good position to collect data from the community and other agencies. For example, through the partnership with CSOSA, PSA teams may be able to keep track of the rates of recidivism of ex-offenders who live in the PSA. Also PSA teams can solicit residents' help in conducting door-to-door surveys of community satisfaction with police services.

Core PSA Indicators

A system for tracking indicators is being piloted in six PSAs. Eventually, the following indicators (with some possible modifications) will be tracked in every PSA.

Crime

- ☐ Part 1 Violent Crimes
 - Total
 - Homicides
 - Assault with a Deadly Weapon
 - Robberies
 - Sexual Assaults
- ☐ Part 1 Property Crimes
 - Total
 - Burglaries
 - Stolen Autos
 - Theft from Autos
 - Thefts of Other
 - Arson
- ☐ Selected Part 2 Crimes

Youth and Family Violence

- ☐ Total Youth Victims of Part 1 Violent Crimes
- ☐ Calls for Service and crime data on all forms of inter-family violence

Drugs

- ☐ Drug-related calls for service
- ☐ Drug arrests

Integration of City Services

- ☐ Total number of city service requests made for specific types of services
- ☐ Percentage of city service requests filled

Service to Victims

- ☐ Dispatch to scene time
- ☐ Number of citizen complaints against police (in selected categories)
- ☐ Level of satisfaction of victims and their families with police response

Crime Prevention

- ☐ Total number of residences and businesses with repeat calls for service
- ☐ Number of repeat victims
- ☐ Selected Calls for Service Categories for disorder problems that have an impact on citizens' perception of neighborhood safety:
 - Disorderly Conduct/Other Disorderly
 - Damage/Destruction of Property
 - Juvenile Disorder Calls
 - Traffic Complaint
 - Accident Hit & Run Calls
 - Prostitution

Partnership

- ☐ Percentage of PSA Action Plans that are collaborative with community
- ☐ Total number of community participants at monthly PSA community meetings and at problem-solving sessions

Problem Solving

- ☐ Percent of officers' time working on Action Plan assignments

PSA Performance Review

At any given time, the PSA lieutenant must be prepared to report to his or her superiors on the status of crime and disorder conditions, problem-solving efforts, and community concerns in the PSA. But the PSA lieutenant must also be prepared for two different formal review sessions with the district commander and the assis-

stant district commanders: (1) monthly PSA Performance Review sessions and (2) semi-annual, Targeted Organizational Performance Sessions (TOPS). For these formal sessions, the Master PSA Binder and PSA Plans must be up-to-date and in order; data on crime and PSA team activity must be summarized, analyzed, and presented in a meaningful way; management issues must also be well-documented; and success stories must be substantiated with data, photos, or community testimonies.

PSA Performance Review

The PSA Performance Review is a monthly coaching session between the PSA team and the district commander and/or a panel of designated assistant district commanders for the purpose of hands-on review of Action Plans, Summary Forms, and PSA performance indicators, as well as walk-through inspections of targeted problem areas. The resources, technical assistance, and other needs of the PSA team are identified at PSA Performance Review sessions.



The impact the PSA team has on a problem, such as the number of traffic accidents at a known trouble spot, is a key factor in assessing PSA performance.

“Mini” TOPS

“Mini” TOPS are meetings between district commanders and lieutenants similar to the Chief’s TOPS with the ROC assistant chiefs and district commanders. These sessions should occur every six months or more often for PSAs with serious crime or performance problems.

TOPS focuses on the entire state of affairs in the PSA—including emerging crime and disorder trends in addition to current problem-solving targets. The district commander also assesses how well the PSA lieutenant is handling the administrative side of PSA management—issues of tardiness, use of medical leave, court no-shows, citizen complaints, and other indicators of personnel performance. As a result of TOPS, new PSA priorities may be established.

For the district commander, TOPS is also a valuable source of information about how well the other units are supporting the PSAs and what are some of the key challenges to improving the quality of policing in the district.

A Model Partnership for Systemic Prevention in the Seventh District

Chris Smith, owner of a major business in the Bellevue Area of the Seventh District, tried for years to get a public-private neighborhood revitalization partnership started in the crime ridden and economically depressed area. Smith's goals were to develop credibility with a major lender, procure a major investment in the area supporting new development, and sow the seeds for long-term economic health.

component, including local residents, the commissioner for ANC 8D, Councilmember Sandra Allen, the local not-for-profit housing developer Manna, Redemption Ministry's Inner Thoughts Inc., a spiritually based youth outreach initiative, and local residents. Other partners include the national housing lender Fannie Mae, Fannie Mae Foundation, and the U.S. Department of Housing and Urban Development.



Far Southeast/Southwest–Bellview Revitalization partnership: (in front) W.C. Smith, Real Estate and Housing Development; and Harold Andrews, P.R. Harris School. (from left to right) Winifred Freeman, Commissioner, ANC 8D; Alvin Nichols, Fannie Mae; Lamont Mitchell, special assistant to the Mayor; Joyce Drumming, HUD Next Door; Chris Smith, Nick Sussillo, DHCD; Greg Stroud Jr.; and Lieutenant Greg Stroud, PSA 710.

During the past year, Smith finally realized his vision: the Far Southeast/Southwest–Bellview Revitalization partnership was born. Under the leadership of Lamont Mitchell, special assistant to the Mayor for East of the River Revitalization, a host of city agencies are focusing services in the area: the Department of Housing and Community Development (DHCD), DPW, DCRA, and Corporation Counsel, to name a few. The Seventh District, in particular PSA 710, which covers a large part of the targeted area, has played a primary role. Today the partnership also includes a strong community-based

Partnership activities

The first step was to reclaim the neighborhood from drug dealers and other troublemakers. The police engaged in focused law enforcement and also supported the other agencies, accompanying them to ensure their safety when they enforced code violations. Environmental conditions improved: housing occupancy guidelines were followed, trash was removed, and windows and walkways were repaired. A major open-air drug market was closed down.

Having rid the area of the drug market, the PSA team found time to engage in systemic prevention activities. They made regular visits to local schools to talk about violence, safety, and the danger of drugs. They organized police basketball and tag football teams and played against youth participants of Inner Thoughts. Many of the children in the area have been treated to Camp Brown, the Metropolitan Police Boys' and Girls' Clubs summer camp, where they play sports and receive mentoring. The PSA team is also mobilizing stable homeowners by going door-to-door, inviting people to PSA meetings.

Rewarding PSA Team Members

For most people, the most important reward for hard work is knowing you made things better for someone or improved something you care about. But even a reward as simple as that can be hard to achieve in a profession as complex as policing and in an organization as large as the Metropolitan Police Department. It's like being a line worker in an automobile factory who doesn't get to see the completely assembled car roll off the line. Or like being the first runner in a relay race; only the last runner enjoys the rush of crossing the finish line ahead of all the others.

Everyone should take the time to pass along information to let others know their work is appreciated. But studies have shown that the most important person to provide praise and recognition is the immediate supervisor.

Positive feedback should be direct and explicit. It presents an opportunity to reinforce the specific behavior and quality of performance you want to see in your members.

- ❑ “Sergeant—The Commander signed off on that report and said it was excellent. I told him you're the most thorough investigator I have on the team.”
- ❑ “Hold up Detective! I was at a PSA meeting last week and Ms. Davis from 32nd Street got up and thanked you publicly for following up with her and giving her an update on the investigation of her attacker.”

- ❑ “Officer—Remember that shooting incident with the two teenage victims you handled last month? I just found out in the district management team meeting that the detectives arrested a suspect last night who was positively ID'd in a lineup this morning. Your identification of those witnesses at the scene was a key to the investigation.”

Never underestimate how much your subordinates value your opinion and appreciation of their work.

Department Awards

As important as it is, spontaneous verbal praise does not take the place of official awards and recognition. The Department awards policy states that managers are urged to recognize the exemplary work of members in their units by providing official unit-level awards and recommending members for Department-wide awards whenever appropriate. For the PSA team, this means that PSA lieutenants should recommend PSA team members for unit-level awards, and captains and district commanders should recommend PSA lieutenants and PSA teams for Department-wide awards.

Such recommendations will be made stronger by describing the commendable work of the member or members in the context of Policing for Prevention, and by describing the specific problem-solving steps taken (see model award recommendation memoranda on pages 63-64). In fact,

an important performance indicator for police districts will be the number of completed Action Plans or other problem-solving efforts approved by the ROC assistant chief for submission to the Department Awards Committee.

An awards recommendation that exemplifies



Officer Felicia Hope of the Second District accepts an award for Outstanding Service from Paul Cohn, president of the Georgetown Business and Professional Association. Her PSA lieutenant, Patrick Burke, makes the announcement.

Policing for Prevention and problem-solving will include:

- ❑ A statement of the problem or incident, including how the problem affects the efficiency or quality of policing or Police Department procedures.
- ❑ The actions of the member or members to respond to the problem or incident, including research, analysis, planning, partnerships, and response. The type(s) of Policing for Prevention approaches—focused law enforcement, neighborhood partnerships, and

systemic prevention—that the actions represent should also be mentioned.

- ❑ A description of the end result, preferably in terms of a reduction in crime, complaints, or administrative inefficiency; an increase in quality of life in a neighborhood; effective po-

lice-community-other agency partnerships; or improvements in the speed and quality of administrative procedures.

Finally, certain official awards, including Officer of the Year, Meritorious Service, and Department Commendation, will require that a contribution to Policing for Prevention and use of problem-solving has been demonstrated by the recommended member or members.

Community Awards

Many residents and community groups also find ways to reward their officers. Some write about them in community newsletters, others send letters to the Chief extolling the virtues of particular officers or their PSA team, and still others hold special events and present officers with commemorative plaques. These awards are a true measure of success in Policing for Prevention. When the community expends their own time and resources to recognize in a public way the efforts of the police, it reinforces and motivates more proactive policing efforts on the part of officers. PSA lieutenants should make sure the community knows how much these gestures of support are appreciated.

Model Award Recommendation Memoranda

METROPOLITAN POLICE DEPARTMENT

Eighth District

INTEROFFICE MEMORANDUM

To: District Commander, 8D
From: PSA Lieutenant, PSA 808
Date: January 15, 2000
Re: Unit Award Recommendation for Members of PSA 808 Team

Recommended Members: Sgt. Gerry Candle
Ofc. Troy Axelrod
Ofc. Gertrude Glass

Problem/Incident

Large crowd of teenagers gathering, swearing, and fighting at bus stop. Daily complaints from officials and parents associated with the nursery school adjacent to the bus stop, including delayed response time by PSA officers.

Actions

The PSA members developed an Action Plan to address the problem.

PSA team members gathered additional information about the problem from interviews with parents and officials at the nursery school and interviews with the youth. They discovered that parents and officials were primarily concerned with the swearing, which could be heard by the children from inside the school. They also learned that the teenagers were from different schools in the area, and arguments erupted because of rivalry between the school sports teams. The PSA team members also acquired a bus schedule and discovered that a scheduled stop occurred just three minutes before the schools let out for the day.

The PSA team designed and implemented a neighborhood partnerships strategy, after determining that a focused law enforcement strategy would only tie up PSA resources at a time when officers need to be available to address other more serious issues on the PSA. Actions included:

1. Setting up a meeting between nursery school officials and parents and high-school principals to reach an agreement on adjusting school start-times and ending-times so that students from the different schools are released 15 minutes apart.
2. Request the Metro to ensure students from the first school are picked up before the students from the second school arrive by adhering closely to bus schedule.

Results

1. No complaints from the nursery school about fighting and swearing at the bus stop.
2. Crowd size at the bus stop is reduced to half.
3. Resources of PSA officers are free to attend to other concerns.

METROPOLITAN POLICE DEPARTMENT

Eighth District

INTEROFFICE MEMORANDUM

To: Chairperson, Department Awards Committee
Thru: Regional Assistant Chief, ROC-South
From: District Commander, 8D
Date: January 15, 2000
Re: Award Recommendation for Eighth District focused mission team

Recommended Members: Lt. Doris Delaney
Sgt. Tip Score
Ofc. Carey Coorlis
Ofc. Bernard Bond
Ofc. Mary Moynihan
Ofc. Clark Table

Problem/Incident

In July, a 25% increase in stolen autos from previous year-to-date to current year-to-date.

Actions

The focused mission team developed and executed a focused law enforcement strategy to address the problem.

Focused mission team members reviewed and analyzed recovered stolen auto reports over the past six months, noting the recovery location, the type and condition of the stolen autos, and the method of theft. Based on their analysis, officers developed the hypothesis that a large number of stolen autos are still in use by the thief at the time the auto is recovered. The analysis also revealed certain neighborhoods where cars stolen for this particular motive are most likely to be recovered.

Officers patrolled the targeted areas to search for stolen autos. When a stolen auto was found, officers waited in unmarked vehicles to watch for suspects entering the stolen vehicles. Using this tactic, the team recovered 42 stolen vehicles and made 48 arrests during August-September.

Results

1. In December, year-to-date comparisons from the previous year to the current year show only a 12% increase in stolen autos—a 13 percentage point reduction from the year-to-date comparison in July.
2. A 17% decrease in the number of stolen autos in December of the current year compared to December of the previous year.

Unit-Level Awards

Each recommended member received a Unit Citation award for outstanding performance.

Conclusion: Putting Prevention Back into Policing

What is crime prevention? Plainly put, it means stopping crime before it happens. Short of that, it means reducing the harm caused by crime and disorder and reducing the fear of crime. No matter how impossible that seems at times, the police must never forget that preventing crime and fear of crime is our job.

Policing for Prevention is the Metropolitan Police Department's new strategy for preventing crime. When members of the MPDC use the three approaches of focused law enforcement, neighborhood partnerships, and systemic prevention to guide everything we do, we are policing for the purpose of preventing crime.

What does it mean to apply Policing for Prevention to everything we do? To begin with, it means applying a problem-solving approach to every task. Every call for service, every follow-up investigation, every disciplinary review case, every community meeting should be approached with an analytical frame of mind. Ask yourself, "What's going on here? Have I seen this problem or heard this complaint before? How many times have I had to do the same task to address the same problem in the same month? Why is this happening? What can I do to put a stop to this?" These are the questions each of us, regardless of our rank or assignment, should be asking ourselves every day.

Applying a problem-solving approach also means being focused. Whichever Policing for Prevention strategy is being used, it must be focused on



During relief, Fourth District Officer Fleming Green Jr. (left) informs oncoming MPO Ronald Carroll Jr. about the incidents that occurred in the PSA during the previous watch.

the problems that cause the most harm or concern to the community.

Finally, to fully carry out Policing for Prevention we must engage in partnerships whenever possible to make the best use of our resources: partnerships with other agencies, with private and nonprofit groups, and, most importantly, with the community. No one is in a better position to prevent crime in a neighborhood than the people who live and work there. But the community needs our help in carrying out this role. Yes, the community needs our presence and protection to keep them safe. But the community also needs our support and encouragement, information and training. We must help the community understand the benefits of taking an active role in neighborhood safety, and give them the tools they need to succeed as our partners in crime prevention.

Table 4. Putting Prevention Back into Policing

Putting prevention back into policing means being focused and analytical, and taking advantage of every opportunity to exchange information and form new strategic partnerships. This applies not just to PSA Action Plans and other special projects, but also to the routine policing duties of every member. The table below lists ways police officers can improve the crime prevention impact of their day-to-day policing activities.

Opportunity	Activity
Roll-Call	Exchange information face-to-face between officers coming on and going off duty. This increases the chances of officers preventing the next crime in the PSA, as well as safeguarding their own security.
PSA Binder	Keep a Master PSA Binder with up-to-date crime maps, statistics, and special attention notices (in addition to PSA Plans and assignment sheets), and put it where team members (especially sergeants) can refer to it daily. You will keep everyone informed of the latest trends in crime and calls for service in the PSA.
Bulletins	Be informed! Reading the Daily Dispatch, Intelligence Outreach, teletypes, and other Department bulletins, and paying attention to news media reports, can spark mental connections that lead to arrests or problem-solving strategies.
Walking or Riding the Beat	Get out of the scout car and walk the beat or ride it on a bicycle. This will build trust and makes police more accessible to citizens. Casual conversations between police and citizens can yield critical intelligence information and creative solutions to problems.
Bicycle Patrol	In addition to being a good way to build trust between police and residents, bicycle patrol is an effective tactic in focused law enforcement. Officers on bicycles can spot stolen cars and other suspicious activity more easily than officers in scout cars. They can also get through traffic more quickly and make sharp turns in alleys and parking lots.
Scout Car Patrol	Drive at a deliberate speed (7-15 mph) that allows for observation of surroundings and detection of criminal activity. Criminal activity usually occurs "behind the scenes." Do not forget to patrol the alleys and side streets.

Putting Prevention Back into Policing, continued

Opportunity	Activity
Traffic Enforcement	A simple traffic stop can lead to solving more serious crimes. Conduct traffic stops on any vehicle observed in violation of traffic regulations. Running checks on the tags and the driver should be performed routinely. But remember: your safety is important—when in doubt, call for a backup.
First Watch	Check doors of businesses. Run a check on out-of-state tags or suspicious vehicles to check if they are stolen. Issue a notice (PD-61-B) on out-of-state vehicles that have been in the PSA for more than 30 days.
Community Meetings	Participate actively in PSA meetings and other community meetings. Don't waste this opportunity to get more information from residents and to work through the problem-solving process together.
Warrant Book	Make sure your PSA teams get a fresh warrant book for individuals living in the PSA at least weekly.
Detectives	Detectives in the district are a great source of information about new kinds of crimes being committed, patterns of offender behavior, and what victims are doing that makes them vulnerable to crime. Don't neglect to seek out the assistance of district detectives in planning problem-solving strategies.
Preliminary Investigation	If you are the first officer on a crime scene, call for an ambulance immediately if needed; obtain a description of the offender from the victims and witnesses (obtain the names and phone numbers of witnesses); and remember to give a look out within 10 minutes. Take immediate measures to prevent contamination of the crime scene.
Debriefings	The people you arrest often have valuable information about other crimes in the PSA. Conduct a thorough debriefing.
Complainants	Each call for service is an opportunity to invite more community participation in problem-solving. Don't forget to let complainants know about the next PSA meeting.
Victim Follow-up	Try to follow up with at least one previous crime victim per day. Gather information about that case and about other problems, and provide advice that may prevent that victim from being harmed in the future.

